
City of Aspen, Colorado

CITY MANAGER

1999 - Present

Direct all operations for a full-service resort city with annual budget of \$100+ million and 280 employees

- ◆ 85-95% customer satisfaction ratings that have consistently increased in every department
- ◆ Directed creation and implementation of new large-scale public input process
- ◆ Built highly educated, motivated, and successful senior staff
- ◆ Directed construction of over \$250 million in capital construction projects, including 160+ units of affordable housing
- ◆ Fostered "Never Say No" staff attitude
- ◆ Led bond rating upgrade efforts resulting in highest rating of any resort community in the United States
- ◆ Implemented wide variety of environmental initiatives including
 - Stormwater improvement project
 - 78% of all power delivered by City electric utility is from renewable sources
 - Greenhouse gas reduction program
 - World's first municipal carbon tax
 - Expanded recycling programs
 - New conservation-based water and electric rate systems
- ◆ Continue to enthusiastically lead and foster highly innovative government organization
 - Virtually every ski resort government in the United States (and several foreign) has visited Aspen to study our programs
- ◆ Foster real employee input
- ◆ Believe strongly in decision-making at appropriate organizational levels (Most operational decisions belong at departmental level)
- ◆ Implemented new strategic planning system with City Council and senior staff

ASSISTANT CITY MANAGER

October 1993 - November 1999

Directed all organizational development, financial management and internal service functions for City

- ◆ Directed radical changes to City of Aspen culture and internal control systems leading to dramatic productivity and quality customer service increases
- ◆ Achieved first of two bond rating upgrades
- ◆ Developed and supplemented ongoing programs to measure results of City departments

- ♦ Created 10-year financial plans to inform Council and provide foundation for sound fiscal decisions

Town of Vail, Colorado

FINANCE/ADMINISTRATIVE SERVICES DIRECTOR

July 1985-October 1993

Directed financial and operational support for Council, Town Manager, and Departments

- Created and implemented a new budget and management system
- Led the Town's quality improvement, cost accounting, and performance budgeting efforts
- Managed several debt financings using both bid and negotiated processes
- Started as Budget Officer – left the Town after several promotions for opportunity in Aspen

University of Colorado at Boulder

SENIOR POLICY/BUDGET ANALYST

January 1982 - June 1985

Coordinated and analyzed the University's General Fund

EDUCATION

Master of Public Administration

University of Colorado at Boulder 1980

Bachelor of Arts

University of Colorado at Boulder 1977

City of Miami Beach
Members, City Manager Search Committee
C/o Ms. Renee Narloch

December 3, 2012

Esteemed Mayor and Commission Members:

Experience as a City Manager, a demonstrated track record of innovation, superb fiscal management abilities, and strong communication skills are key elements in my qualifications to be Miami Beach's next City Manager.

As the Aspen City Manager I have fostered a culture that has led to exceptional innovations. Our high customer service standards flow out of staff management systems that allow employees to succeed. I also have expertise in financial management, strategic planning, workforce housing, and innovative public input processes. Significant work has been completed in renewable energy, parks and recreation, water, and public infrastructure projects during my tenure and our city bonds are the highest rated of any resort community. Aspen's very successful affordable workforce housing program is second to none. As a result of the success we have created here, Aspen is now regularly visited and studied by many of the world's great resort communities.

My experience in a high visibility, often contentious, world-renowned tourist destination will relate directly to Miami Beach. It takes a unique set of management and communication skills to find the proper balance to succeed in these dynamic communities. I am proud of the accomplishments we've made in Aspen.

I would be honored to schedule an interview.

Sincerely,

Steve Barwick